

<u>Topic</u>	<u>BOTH</u>	<u>OEP – Water/ Natural Resources Unit</u>	<u>EPC</u>
I. Liaison role with Regulatory Agencies, and with Engineering, Construction, and EPC	<ul style="list-style-type: none"> • Ensure that expectations of all participants are clear and reasonable • Assist/Facilitate design staff and consultants in understanding, anticipating and properly incorporating environmental restrictions / limitations in their designs • Ensure appropriate OEP and Engineering representation occurs at project-related meetings and are included on environmentally-related project correspondence. To accomplish this; EPC shall be copied in all such project or program-related correspondence between Engineering, OEP and regulatory agencies and vice versa. • Work with designers to mutually understand the implications of design standards, commitments, funding and schedules • Work to ensure that environmental direction is clear and understandable, applicable, consistent with the Departments project goals, and based on regulations 	<p>Represent Planning to Engineering for all environmental matters. Because OEP is central to environmental permitting for the Planning Bureau and the Department, members of the office will, as a matter of practice, be included in the distribution of correspondence and attend meetings that involve environmental issues.</p> <ul style="list-style-type: none"> ○ Assist design staff and consultants in understanding, anticipating and properly incorporating environmental restrictions / limitations in their designs ○ Anticipate, identify and work with engineers, construction, and maintenance staff, federal and state regulatory staff and Environmental Permit Coordination Unit (EPC) staff to resolve potential environmental impediments to the project development process ○ Facilitate resolution when there is disagreement with proposed project direction between Engineering and regulatory staff ○ Participate in, and when necessary, organize meetings with engineering staff, EPC and CE's as necessary in order to resolve issues and keep projects moving forward smoothly 	<p>Represent Engineering to Planning for all environmental matters. The EPC unit is the central clearinghouse for Engineering. Therefore, members of the unit will, as a matter of practice, be included in the distribution of correspondence and attend meetings that involve environmental permit issues.</p> <ul style="list-style-type: none"> ○ Anticipate, identify and work with OEP staff to resolve potential environmental impediments to the project development process ○ Facilitate resolution when there is disagreement with proposed project direction between OEP and Engineering staff ○ Organize and facilitate meetings with engineering staff, CE's and OEP as necessary in order to resolve issues and keep projects moving forward smoothly ○ Ensure appropriate Planning staff is represented at project related meetings and are included on distributed project correspondence
II. Process Improvement	<ul style="list-style-type: none"> • Act as the gathering house for problems and suggestions for improvements received from designers, construction staff and DEEP • Discuss proposed ideas for changes with the "owner" and work with them on drafting changes, making sure to fully include other units who will be affected by any proposed changes • Work jointly and with Department engineers to establish and implement a system of performance metrics (both internal and external) to provide data necessary to identifying opportunities for environmental streamlining with greater precision. 	<p>Review regularly with EPC and DEEP staff environmental requirements, guidelines, and processes in order to identify possible areas for improvement</p>	<p>Review regularly with OEP and DEEP staff environmental requirements, guidelines, and processes in order to identify possible areas for improvement</p>
III. Dissemination of Information	<ul style="list-style-type: none"> • Ensure timely email distribution of information to keep design staff informed to minimize the potential for staff to do things with outdated information and instructions • Develop jointly and other CTDOT staff as appropriate, all required bulletins, directives, guidance documents, manuals, electronic systems and other tools that EPC, OEP, and engineering staff can use to anticipate permit questions and to 	<p>Assist in ensuring open, proper and timely communication / dissemination of environmental information to Department Engineering and EPC staff</p> <ul style="list-style-type: none"> ○ Update the OEP webpage on an ongoing basis to ensure that Engineers have the most updated environmental information possible. 	<p>Assist in ensuring open, proper and timely communication / dissemination of environmental information to Department Engineering and OEP staff</p>

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	<p>ensure project quality, constructability and permit-ability</p> <ul style="list-style-type: none"> Review Department webpages and work with the “owner” to ensure that environmental information is up-to-date and correct. Assist others as necessary to ensure accuracy and completeness 		
IV. Training and Support	<ul style="list-style-type: none"> Develop jointly, and other CTDOT staff as appropriate, directives, guidance documents, templates, sample plans, sample permits, details, manuals, electronic systems and other tools that engineering staff can use to anticipate permit questions and to ensure project quality, constructability and permit-ability. Meet together regularly to discuss identified areas for improvement. 	<p>Coordinate, distribute and, jointly with EPC, train design engineers and consultant engineers on existing and new regulations and permit application preparation requirements</p> <ul style="list-style-type: none"> Provide an environmental perspective to design staff on design standards/requirements, permitting timeframes and design development schedules 	<p>Coordinate, distribute and jointly with OEP train design engineers and consultant engineers on existing and new regulations and permit application preparation requirements</p> <ul style="list-style-type: none"> Provide an engineering perspective to OEP staff on engineering design, design standards, funding and schedules
V. Review and Respond to proposed federal and state environmental regulations and laws	<ul style="list-style-type: none"> Convey to regulatory agencies information about challenges the Department experiences in the permitting process Convey to regulatory agencies the implications for the Department of potential regulatory changes Advocate for regulations that fully consider the Department’s needs and concerns Work jointly to engage state and federal regulators in an effort to improve and streamline permitting processes 	<p>Act, in coordination with the Bureau of Engineering and Construction, as the Department’s lead for the review and commenting on all proposed changes to federal and state environmental regulations and laws.</p> <ul style="list-style-type: none"> Recommend to the Planning Bureau Chief proper representation from the Bureau of Policy & Planning on the review team coordinating a Department response to a proposed change to a federal or state environmental regulation or law 	<p>Act as the Bureau of Engineering and Construction lead to the Bureau of Policy & Planning for the review and commenting on any and all proposed changes to federal and state environmental regulations and laws.</p> <ul style="list-style-type: none"> Coordinate the involvement of other Bureau of Engineering and Construction units as required Recommend to the Chief Engineer proper representation from the Bureau of Engineering and Construction on the review team coordinating a Department response to a proposed change to a federal or state environmental regulation or law
VI. DEEP/DOT Working Group	<ul style="list-style-type: none"> Bring issues to the Working Group, conduct and/or coordinate research on topics Create draft initiatives, present at meetings, and prepare final drafts, as required in order to facilitate progress Distribute final initiatives and bulletins to Department staff and regulating agencies 	<p>Facilitate and actively participate in the DEEP/DOT Working Group (Group of 8)</p>	<p>Actively participate in the DEEP/DOT Working Group (Group of 8)</p>
VII. PNDF Process	<ul style="list-style-type: none"> Ensure that the two-step PNDF review process is implemented successfully Ensure engineering staff know how to use the PNDF and how it fits into the project development process 	<p>Administer the PNDF process during the Preliminary Design Phase</p> <ul style="list-style-type: none"> Perform research necessary to complete Part 1 of the PNDF and ensure that the project design team is providing the necessary project information to in order to determine the likely permits necessary for the project 	<p>Facilitate the PNDF process during the Preliminary Design Phase</p> <ul style="list-style-type: none"> Assist engineering staff in preparing the PNDF and ensure that the project design team is providing the necessary project information to OEP staff in order for OEP to determine the likely permits necessary for the project

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	<ul style="list-style-type: none"> • Assist engineering staff and answer questions regarding resource coordination and BMP's for state projects 	<ul style="list-style-type: none"> ○ Use the initial PNDP stage to ensure all environmental project coordination processes are initiated and provide assistance to engineering staff as needed. Such coordination may include, but is not limited to: <ul style="list-style-type: none"> ▪ NDDB ▪ DEEP Boating Coordination ▪ U.S. National Park Service ▪ U.S. Coast Guard ○ Review potential project impacts with engineers and EPC to complete Part 2 of the PNDP. <ul style="list-style-type: none"> ▪ Northern Long Eared Bat NLEB 4(d) Process ○ Provide information necessary for EPC to maintain their database for scheduling and tracking PNDP's for active projects ○ Complete the final PNDP when all coordination is complete for projects 	<ul style="list-style-type: none"> ○ Maintain the database for scheduling and tracking PNDP's for active projects ○ Coordinate and set up Part 2 meetings and ensure engineers are prepared. Review potential impacts with engineers and OEP to complete Part 2 of the PNDP ○ Research and coordinate with designers and OEP to develop candidate project types for an "Expedited PNDP" process.
<p>VIII. Fisheries Coordination</p>	<ul style="list-style-type: none"> • Assist engineering staff to be prepared to address anticipated fisheries questions • Collect / provide information to engineering staff that will improve on the designer's ability to incorporate fisheries mitigation into a given project 	<p>Direct Fisheries requests and inquiries</p> <ul style="list-style-type: none"> ○ Engage DEEP staff in reviewing and appropriately responding to fisheries questions ○ Prepare and /or review fisheries coordination packages to be sent to DEEP. ○ Assist engineering staff in preparing projects for successful fisheries review ○ Coordinate with engineering staff on which projects require the US National Marine Fisheries (USNMF) Review ○ Conduct field meetings at project sites with EPC, and other CTDOT staff as appropriate, to discuss project elements. ○ Provide timely information necessary for EPC to maintain the master database of active projects requiring fisheries coordination ○ Work with Engineering staff and EPC to establish Department project priorities, and communicate those priority projects to DEEP. Monitor each individual project schedule as it relates to Fisheries Review and Coordination 	<p>Coordinate Fisheries requests and inquiries</p> <ul style="list-style-type: none"> ○ Maintain the master database of active projects requiring fisheries coordination ○ Work with Engineering staff to establish Department project priorities and communicate those priority projects to OEP and DEEP. Monitor each individual project schedule as it relates to Fisheries Review and Coordination ○ Work with OEP staff, design engineers, and DEEP staff to appropriately respond to fisheries questions

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IX. NDDB Process	<ul style="list-style-type: none"> ○ Coordinate and act as the Bureau’s lead in the development of Wildlife Species Contract Specifications for Section 1.10 Environmental Compliance items to be included in construction contracts, in accordance with Department specification development and modification protocol. ○ Assist in the development of species protective protocols with DEEP Wildlife and engineering staff as necessary. 	<p>Facilitate the NDDB Process during the Design Phase</p> <ul style="list-style-type: none"> ○ Prepare NDDB Forms and send to DEEP Wildlife for Projects that are designed with State Engineers ○ Review/Comment on NDDB Forms and send to DEEP Wildlife for Projects that are designed with Consultant Engineers. ○ Coordinate projects with DEEP Wildlife, EPC and engineering staff to minimize effect on listed species. ○ Provide information necessary for EPC to maintain their database for tracking NDDB’s for active projects. ○ Assist DEEP in locating listed species and remove them from emergency declaration projects. ○ Direct consultant engineers and assist engineering staff in the Incidental Take Report Process with CT OPM to ensure projects can proceed if a listed species is present. 	<ul style="list-style-type: none"> ○ Responsible for maintenance of master NDDB database ○ Assist in coordinating projects with DEEP Wildlife, OEP and engineering staff to minimize effect on both listed species, project delivery, and construction
X. Wetland/OHW Delineations		<p>Manage the Wetland Delineation Process during the Preliminary Design Phase</p> <ul style="list-style-type: none"> ○ For Projects that are designed by State Forces - Perform the Wetland/OHW Delineation and fill out the ACOE Wetland Delineation Sheets. ○ For Projects that are designed by Consultant Forces – Review the Wetland/OHW Delineation and ACOE Wetland Delineation Sheets. 	
XI. Plan review process	<ul style="list-style-type: none"> • Help to reduce conflict between regulatory/permitting agencies and engineering staff by translating, offering suggestions, bridging communication gaps, and improving working relationships • Create an atmosphere of continuous improvement – helping all Department staff to use past experience, best practices and regulatory standards to improve and streamline the project development process 	<p>Participate in review process for the 30/60/90% design submissions and permit reviews</p> <ul style="list-style-type: none"> ○ Review and provide comments on the 30/60/90% submissions. Work with designers to achieve designs that comply with regulations. The goal is to avoid impacts while achieving project objectives, and when impacts can’t be avoided, to minimize environmental impacts. Facilitate discussions to balance engineering goals of the project with protection of the environment. ○ Work with EPC to ensure review comments are clear, understandable and based on regulations. The goal is to have a process that will minimize 	<p>Facilitate review process for the 30/60/90% design submissions, and permit reviews</p> <ul style="list-style-type: none"> ○ Work with designers to achieve designs that comply with regulations ○ Assist OEP to ensure comments are clear, understandable, and based on regulations. The goal is to have a process that will minimize additional comments / revision iterations ○ Promote the inclusion of OEP’s informational comments based on past experience, quality control, lessons learned and constructability concerns.

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		additional comments / revision iterations <ul style="list-style-type: none"> ○ Include informational comments, clearly identified as "Informational", based on past experience, quality control, lessons learned and constructability concerns. 	<ul style="list-style-type: none"> ○ Work with designers to ensure that a response to comments is provided, and if necessary, to facilitate meetings to discuss comments.
XII. Design meetings with Engineering, CE's and EPC	<ul style="list-style-type: none"> • Create an atmosphere of continuous improvement – help all Department staff to use past experience, best practices and regulatory standards to improve and streamline the project development process • Help to reduce conflict internally between Bureaus, regulatory/ permitting agencies, and engineering staff by translating, offering suggestions, bridging communication gaps, and improving working relationships • Facilitate resolution of disputes between Bureaus, the design engineers, and regulatory/permitting agencies to ensure the project moves through the Department's permitting process expeditiously, while at the same time maintaining the proper balance between engineering design objectives and environmental regulatory requirements or concerns 	Participate in, and coordinate when necessary, design meetings with Engineering, CE's and EPC	Coordinate, facilitate and participate in design meetings with Engineering, CE's and OEP
XIII. Project presentations to regulatory agencies	<ul style="list-style-type: none"> ○ Work to link presentations to established regulatory review standards and the areas of inquiry expected from regulatory agencies ○ Identify projects, priorities and jointly establish agendas for Regulatory Coordination Meetings with OEP and Engineering project managers 	Participate in meetings among Engineering staff, Construction staff, consultants, EPC, and regulatory/permitting agencies to advance project permitting <ul style="list-style-type: none"> ○ Review documentation of the response to presentations to help engineering staff refine their projects and produce materials necessary to secure environmental permits 	Coordinate, manage, and participate in Department project presentations by Department staff and consultants to regulatory agencies <ul style="list-style-type: none"> ○ Improve the quality of presentations to regulatory agencies ○ Help standardize project presentations, providing templates and helping engineering staff to use them effectively ○ Document the response to presentations so that engineering staff can refine their projects and produce materials necessary to secure environmental permits
XIV. Draft permit submissions to OEP	<ul style="list-style-type: none"> ○ Improve the quality of the information submitted to OEP/DEEP/USACE ○ Help to standardize project submission templates and assist engineering staff in using them effectively ○ Work with designers to provide complete submissions that comply with regulations. The goal is to avoid impacts while achieving project 	Coordinate with engineers / designers on draft permit submissions <ul style="list-style-type: none"> ○ Assist in documenting the response to the submittal so that engineering staff can refine their projects and produce materials necessary to secure environmental permits ○ Report poor performance of consultants to EPC for subsequent consultant evaluations 	Coordinate with engineers / designers on draft permit submissions to OEP <ul style="list-style-type: none"> ○ Work with designers on preparation of permit plan sets following the new sample plans that have been developed. ○ Document the response to the submittal so that engineering staff can refine their projects and produce materials necessary to secure environmental permits

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	<p>objectives, and when impacts can't be avoided, to minimize and to mitigate environmental impacts. Facilitate discussions to balance engineering goals of the project with protection of the environment.</p> <ul style="list-style-type: none"> ○ Reduce review/revision iterations. 	<ul style="list-style-type: none"> ○ Provide information for EPC's semi-annual briefing to the Engineering Administrator on consultants who are consistently performing poorly with regard to environmental permitting matters ○ Identify to EPC at the earliest possible time, draft permit submissions by consultants requiring a greater need for changes and the possible involvement of the QA/QC consultant. 	<ul style="list-style-type: none"> ○ Report poor performance of consultants to project managers for subsequent consultant evaluations ○ Provide a briefing semi-annually to the Engineering Administrator at the Senior Leaders Meeting on consultants who are performing poorly with regard to environmental permitting matters ○ Coordinate QA/QC review after initial identified need. Work with QA/QC consultant and project manager on improvements
XV. Project Environmental Mitigation	<ul style="list-style-type: none"> ○ Coordinate with Designers possible mitigation requirements ○ Identify possible mitigation possibilities ○ Work jointly with designers and the regulatory agencies to ensure that mitigation requirements will meet project goals ○ Ensure that when mitigation is required, mitigation requirements are included as part of the permit and contract documents 	<p>When Project Mitigation is required, coordinate with EPC, engineers, construction and maintenance staff during the Design/Construction/Post Construction Phase</p> <ul style="list-style-type: none"> ○ Verify the implementation of the mitigation requirements during the construction of the project. ○ Manage the monitoring of mitigation sites and convey the information to the state and federal regulatory agencies. 	<p>When Project Mitigation is required, coordinate with OEP, engineers, construction and maintenance staff during the Design Phase.</p>
XVI. Permitting timeframe and project delivery schedule	<ul style="list-style-type: none"> ● Document recurring project issues and lessons learned ● Identify and implement approved process improvements in order to streamline project development, and improve quality and constructability of the design ● Identify and implement approved process improvements to improve the quality and "approve-ability" of permit applications ● Understand the anticipated project schedule and at the PNDP stage and other critical milestones during the design development, proactively anticipate project schedule problems due to environmental coordination permit timeframes 	<p>Coordinate between the regulatory review and permitting timeframe, and the overall project delivery schedule</p> <ul style="list-style-type: none"> ○ Alert EPC, Project Managers/Project Engineers when the permitting schedule does not correspond to the anticipated project schedule. ○ Assist in implementation within Engineering and the consultant community of the environmental portion of Microsoft Project for project schedule tracking and planning 	<p>Coordinate between the regulatory review and permitting timeframe, and the overall project delivery schedule</p> <ul style="list-style-type: none"> ○ Facilitate implementation within Engineering and the consultant community of the environmental portion of Microsoft Project for project schedule tracking and planning ○ Monitor projects to ensure the project design team meets established dates for the delivery of complete permit applications to OEP / DEEP. Meet with the project manager to discuss any concerns or issues related to the delivery of permit applications that will affect project delivery at FDP. Report any issues that are not resolved at the project manager level at the monthly project status meeting ○ Work with designers and Contract Documents Unit to ensure all necessary permit-related materials (applications and approvals) are included in the contract documents or added to contract documents by addendum for those projects which advertise in advance of approvals.